

2. Objectives and relations between objectives

Definition of objectives (purposes / goals)

Motto: "If you do not know which port you should go to, successful winds will not be blowing". - **Seneca**

"The goals are not destiny, but the direction of the march. They are not precepts, but conscious choices. They are not the determinants of the future, but the instruments of mobilization of resources and human energy, thanks to which the company has a future. - **Peter F. Drucker**

The goal (deliberate action) is conscious human action.

A deliberate action cannot be called an unintentional action, which has achieved its intended effect, e.g. staining with lunch the worn clothing that we intended to throw away. The result is achieved: the garment is not suitable for wearing and has to be thrown away, but our intention was not to destroy it, so we did it by chance, so such action cannot be called intentional.

Teleology - the science of goals.

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Classification of goals

Mission: this is the general objective of the organisation, which justifies the existence of the organisation. The mission should be formulated as concisely as possible.

The main goal is the future state of affairs so important for the activist that for him or her he or she is ready to take action. For example, for a person who passes the secondary school-leaving exams, the main goal is to obtain the secondary school-leaving exam.

A side goal is a state of affairs that is also considered desirable and that is also pursued by the person who has taken action, but not equally important for him to be ready to take action for himself. This action takes place on the occasion of another action. For a secondary school graduate who does not intend to study, but submits documents on the basis of: "once I have the secondary school leaving certificate".

Intermediate goals are those achieved by doing other activities. If I pass the secondary school leaving exam, perhaps I could have had a good result, although previously I only wanted to take the secondary school leaving exam. ²

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Classification of goals (cont.)

Individual goals - these are the goals of an individual that he/she wants to achieve through his/her actions.

Strategic goals - result from the overall strategy of action and give a general idea of what we want to achieve.

Tactical goals - they consist in writing down the strategy for individual operations. These are partial goals.

Long-term goals - they are oriented towards a long period of time.

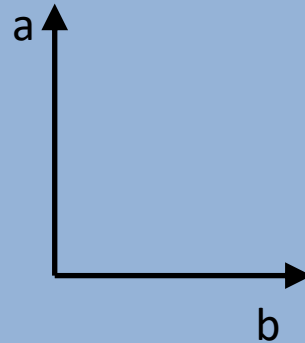
Short-term goals - they are oriented to a short period of time.

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Classification of goals (cont.)

Extreme alternative objectives (excluding oneself)

Number of variants made = points a, b.

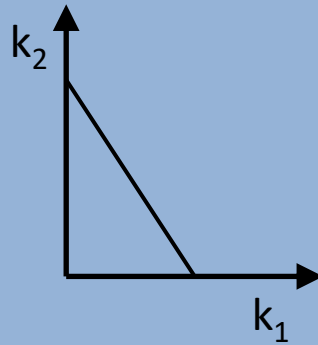


For example, if my goal is to travel to the sea at the beginning of my holidays, my other goal of travelling to the mountains at the same time will not be achieved. I can go either to the mountains or to the sea at the same time. Only one of these goals can be achieved.

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Classification of goals (cont.)

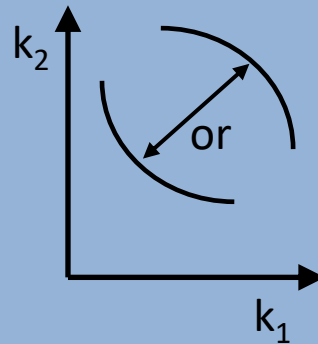
Strictly alternative (competitive) objectives - i.e. that meeting one requires partial resignation from the other.



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Classification of goals (cont.)

Alternative (competitively variable) objectives, i.e. that to meet one requires partial abandonment of the other, but the degree of abandonment is variable.

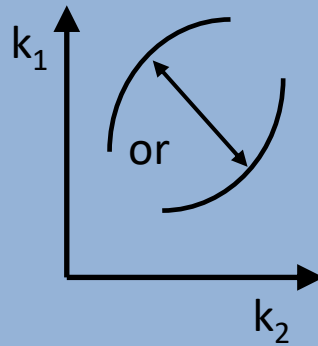


Example. The aim of the mother is to provide the child with proper care. However, this person is also the head of the company. It is not possible to determine to what extent being a mother means that a woman takes less care of the company, or to what extent being a boss means that a woman cannot take care of a child. However, there are situations when she devotes more time and energy to being a mother.

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Classification of goals (cont.)

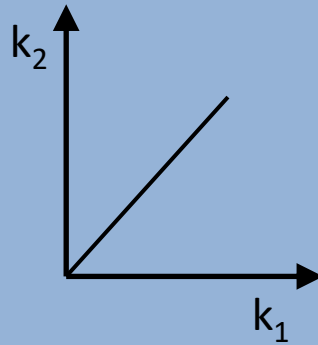
Variable cumulative objectives, i.e. that meeting one contributes to meeting the other, but the degree of this contribution is variable.



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Classification of goals (cont.)

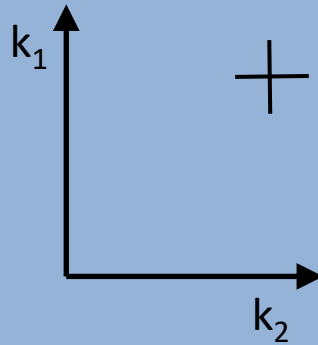
Strictly cumulative, i.e. such that the fulfilment of one contributes in constant proportionality to the fulfilment of the other.



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Classification of goals (cont.)

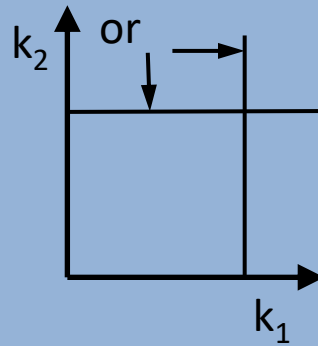
Extremely cumulative objectives, i.e. such that the fulfilment of one in any degree, is possible only if the other one is fulfilled to some extent.



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Classification of goals (cont.)

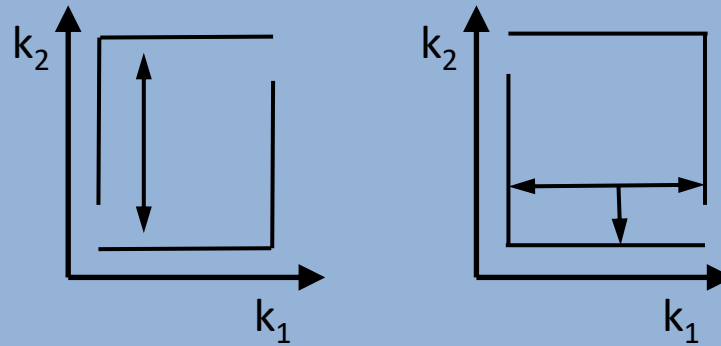
Objectives that are consistently independent of each other, i.e. that the fulfilment of one to a certain degree does not affect the fulfilment of the other.



2. Objectives and relations between objectives

Classification of goals (cont.)

Objectives strictly independent of each other, i.e. such that there is no correlation between the degree of fulfilment of one and the degree of realisation of the other.



2. Objectives and relations between objectives

Why are goals important?

Objectives are important because:

- 1. Goals provide a sense of direction.** They are a source of motivation. With company goals and people know what they want to achieve. They motivate you to act. Thanks to them, organizations and people are able to react to changes and modify their actions in such a way as to achieve their goals. Lack of goal causes us to wander and action is not effective.
- 2. Goals make us focus our efforts on them** and thus make better use of our resources. Thanks to the objectives, we set our priorities and allocate funds for the implementation of our priorities, and only then for other activities.

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Why are goals important?

Objectives are important because:

- 3. The goals are set by plans and decisions.** Knowing the organization's goal, we can set short-term and long-term plans to help us answer the question of whether we are getting closer to, or rather moving away from, the organization's goal.
- 4. The objectives help us to assess progress.** They are an important element of control. The audit helps to determine whether the plans are running smoothly, and if disruptions occur, corrective action should be taken.

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Theory of goal-setting

The goal-setting theory - is a theory of employee motivation formulated by Locke in 1968. Its basic assumptions are as follows:

- Difficult objectives lead to a better level of task performance than objectives that are too easy.
- A higher level of performance is also achieved when the objectives are formulated in detail.
- If we want difficult and detailed objectives to produce the expected results, contractors should be provided with feedback on the level of performance.

2. Objectives and relations between objectives

Theory of goal-setting (cont.)

Satisfactory results can be achieved under certain conditions:

- Employees must accept targets. Even difficult goals must not be too difficult (because they will not be achieved because they will not be accepted, and the employee gives up and says that the desired goal is "impossible to achieve").
- Targets must also not be too distant in time, as a lack of timely feedback will discourage employees.

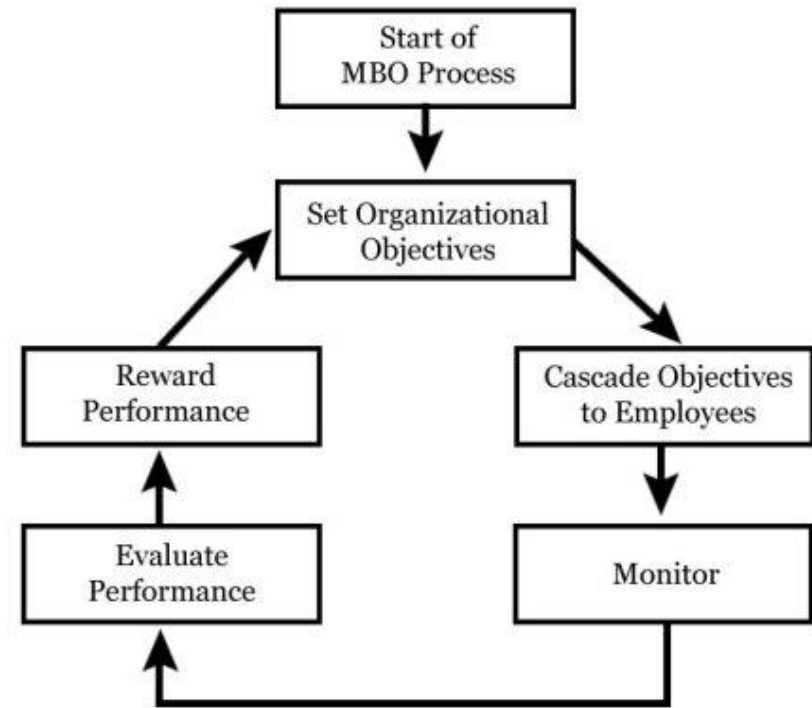
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Management by objectives

Management by objectives is an element of implementation of the organisation's strategy. It assumes cooperation between managers and their subordinates. The employee's goal is a specific result, which the manager constantly checks. All employees are involved in such management.

Peter Drucker outlined the five-step process for MBO shown in figure below. Each stage has particular challenges that need to be addressed for the whole system to work effectively.

The Five-Step MBO Process



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Management by objectives (cont.)

Elements of organization management through objectives are:

- Personal involvement of managers at every level and employees. Managers must constantly monitor progress.
- Setting goals at the highest level. The top management should propose an organisation's operational strategy that will help to orientate itself towards the company's overall objectives.
- Individual objectives: each employee of the organisation knows where he or she is in achieving the main company's objective.
- Participation in setting goals ensures greater success of the selected goals.
- Independence in the implementation of plans. Once the goals have been set, everyone has the right to choose how to achieve them.
- Performance reviews help you to see what progress has been made in achieving your goals.